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DIGITAL ADOPTION BY THE BANJARMASIN CITY COMMUNICATION, INFORMATICS, AND STATISTICS DEPARTMENT TO RESPOND TO PUBLIC COMPLAINTS.

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ABSTRACT

The utilization of Information and Communication Technology (ICT) in fostering effective governance has emerged as a pivotal area of inquiry within the domain of Government Science. One significant indicator of the efficacy of good governance is the government's capacity to manage public complaints effectively. The utilization of information and communication technology (ICT) has been identified as a crucial strategy to ensure a swift, accurate, and effective government response. The City Government of Banjarmasin, through the Banjarmasin Communication and Information Technology Office, hereinafter referred to as the Banjarmasin Communication and Information Technology Office, has presented a digital channel as a means of conveying complaints from the Banjarmasin community. This study employs the TOE Framework theoretical framework to examine the efficacy of the Banjarmasin's digital adoption in addressing public complaints. This study employs a qualitative approach, which demonstrates that the results of Banjarmasin Communication and Information Technology Office have effectively responded to public complaints by optimally adopting digital, this success can be illustrated by the adequate fulfillment of the technological dimension, organizational dimension, and environmental dimension.

INTRODUCTION

Over the past decade, the development of information and communication technology (ICT) has become a major focus in government studies. Researchers have begun to pay serious attention to how the use of ICT can influence the efficiency and effectiveness of good governance (Puspitasari et al., 2025) . ICT is no longer viewed merely as an administrative tool but as a

strategic tool to encourage bureaucratic transformation toward a more open system and to encourage government responsiveness to public needs (Wicaksono et al., 2023).

The research is motivated by increasing public demands for transparency, accountability, and participation in public decision-making. Various studies have shown that the integration of ICT into government processes can strengthen principles of good governance, such as increasing access to public information, simplifying services, and accelerating responses to citizen aspirations (Kuncoro et al., 2022). This emerging phenomenon has become a driving factor for the Indonesian government to develop digital *platforms* and e-government as an effort to improve governance performance.

The use of ICT in government is not merely about using ICT instruments to simplify work, but goes beyond its original purpose as a means of connecting through a network . (Nofiard, 2024b)ICT serves as a bridge between the government as a service provider and citizens as service users. Manual interactions between the government and the public, which often seem slow and non- transparent, can be reduced through this. utilization of ICT in providing services to the community. The government is present as a service provider to the community as the main focus of government objectives (Nofiard, 2024a).

A government institution will be considered good if the services it provides to the public are good and excellent. This excellent service cannot be provided by government institutions simply without a lengthy process and continuous evaluation to improve services to the public. One of the important components and the main reference point for government institutions in improving the services provided is public aspirations through public complaints (Nugroho & Taufik, 2021). The more responsive government institutions are to public complaints, the greater the need for improvements that can be made.

Public aspirations can be captured through various methods and means, one of the means offered is through the use of ICT as the easiest platform for the public to convey their complaints. Digital infrastructure that provides two -way communication can maximize the openness of public information in addition to adequate human resources and content structures (Indrayani et al., 2025). Through the use of ICT, the government will more easily capture, respond, manage and process every complaint submitted by the public (Ikhwan & Lubis, 2023). The right government decisions to answer the needs of the community can reduce conflicts of interest that arise in the community (Nofiard et al., 2023), the Indonesian Government has provided an ICT-based application in the context of bureaucratic transformation that aims to make public complaints can be captured and resolved easily called the National Public Service Complaint Management System (SP4N) - People's Online Aspiration and Complaint Service (LAPOR!) which in the Banjarmasin city government this application is managed by the Banjarmasin City Communication, Informatics and Statistics Office which is then referred to as the Banjarmasin City Communication and Information Technology Officek. Based on data released by the South Kalimantan Province through *roadmap indicators* SP4N-LAPOR 2023 Banjarmasin City government ranks first compared to city/district governments in South Kalimantan Province with a response speed of 0.7 days from 538 complaints (Arief, 2024). City government is one of the main arenas of direct interaction between the state and citizens so that this research is important because it strengthens the argument that government digitalization is not solely top-down, but requires adaptation and innovation at the local level. This study aims to analyze the digital adoption process of Banjarmasin City Communication and

Information Technology Office in responding to public complaints by utilizing ICT with the hope of becoming *a role model* for other local governments that are or will develop a digital-based complaint system.

METHOD

This research was conducted at the Banjarmasin City Communication, Informatics, and Statistics Office, which is the top-ranked agency in achieving the SP4N-LAPOR! roadmap targets for 2024. This agency plays a crucial role in managing public communications and fostering effective information systems, which are expected to improve government responsiveness to reports and complaints submitted by the public. In this context, this study adopted a qualitative research approach with the aim of in-depth analysis of the adoption process carried out by the Banjarmasin City Communication, Informatics, and Statistics Office. This research focused on how the agency utilizes Information and Communication Technology (ICT) to respond to public complaints more efficiently and transparently.

The selection of informants in this study was carried out carefully using a purposive sampling technique. This technique was designed to identify individuals who not only possess a wealth of information but also a significant depth of knowledge regarding the phenomenon being studied. This is crucial, given the complexity of the challenges faced in implementing ICT in public services. The data collection methods employed, such as observation, in-depth interviews, and documentation review, were strategic steps taken by the researchers to gain a holistic understanding of the process. During the interviews, the researchers endeavored to create a comfortable atmosphere so that informants could share their experiences openly and comprehensively.

After data collection, the researcher proceeded with a careful data reduction process, structured data organization, and evidence-based conclusion drawing. This process ensures that all collected information is not merely presented but also processed into meaningful and integrated analysis. The summarized and processed data are then presented systematically, thus facilitating readers' understanding of the Communication, Informatics, and Statistics Agency's mechanisms for responding to public complaints. Therefore, this research is expected to make a significant contribution to the development of better public communication practices in Banjarmasin City.

RESULTS

Toe Framework (Technology-Organization-Environment Framework)

This theoretical framework was first developed by Tornatzky and Fleischer and is widely used in studies. *e-government, e-commerce, smart cities* , and digital transformation (Lestiani et al., 2024). This framework has been widely used in analyzing information technology adoption and is considered to have a significant influence on the information technology adoption process from both internal and external organizational perspectives (Nguyen et al., 2022).

This theory has been proven valid when used as a framework in testing an organization's acceptance or adoption of information technology using three dimensions that (Sila, 2013) . The first dimension is *Technology* explains the technological factors owned or new technologies used and developed by the organization. Technological factors consider the acceptance aspect of the organization, the compatibility aspect as the value and trust of the organization to carry out

innovation in its organization which is obtained from the organization's experience, the needs of the organization and the socio-culture of the organization (Zahra et al., 2023). Another aspect is the cost or price which will be directly proportional to the ease and speed of adoption of information technology carried out by the organization (Rahayu & Day, 2015).

Technological factors play a crucial role in determining the success of information systems implementation. The technological dimension will have a positive and significant impact on the other two dimensions, organizational and environmental factors (Alanudin & Fadgham Khaza'inullah, 2024). Technology that is perceived as too complex can create resistance among users, as it requires a high level of technical understanding and significant changes in how they work. The higher the level of complexity, the greater the challenges in adapting and accepting new technology within an organization (Yoo et al., 2021).

The second dimension is *Organizational* readiness examines the extent to which an institution is able to adopt and utilize information technology. This dimension is an internal organizational assessment that encompasses human resource quality and managerial capabilities (Jun Prasetyo & Andrilla, 2025). One key aspect of this factor is the organization's technological readiness, encompassed by technical infrastructure, internal policies, and managerial support for digital innovation. Organizations that have adequately prepared technological facilities and infrastructure will be better able to respond to the challenges of digital transformation and demonstrate the organization's commitment to positioning technology as an integral part of its operational strategy and decision-making.

Organizational size also influences the ability to adopt new systems. Larger organizations generally have more abundant resources, both in terms of budget, workforce, and access to cutting-edge technology. Large organizations offer flexibility and strength in conducting technology experiments and managing risks that may arise during the implementation process. Conversely, smaller organizations may have limited resources, but can be more agile and quick in making decisions and adopting new systems, depending on the organizational culture and leadership support. Analysis of organizational factors cannot be separated from the context of internal structure and institutional capacity. The interaction between technological readiness and organizational size will shape dynamics that influence the level of acceptance and success of information technology implementation. These organizational factors serve as a bridge between technical readiness and the external environment that influences organizational decision-making. The framework used in the organizational dimension is the internal characteristics of the organization that influence the sustainability of the organization's adoption process of information technology (Wulansari & Aligarh, 2023).

The last dimension is *Environmental* which analyzes external factors in terms of external pressures and regulatory climate. The environmental dimension plays a significant determining role in the information technology adoption process (Mulyanto & Hwihanus, 2024). Attention to the environmental dimension can ensure the sustainability of the information technology adoption program being implemented (Milicevic et al., 2022) . External factors can include national government policies, the dynamics of central and regional governments, and the community as users. The external factors referred to are factors that are beyond the direct control of the organization but have a significant influence on the process and outcomes of policies or programs.

Attention to this dimension can ensure that the organization does not operate in a vacuum, but rather within a broader system that influences each other.

DISCUSSION

In the aspect of e-government by using the TOE Framework as a facility that bridges the discussion on the topic of digital adoption of the Banjarmasin City Communication and Information Technology Office in utilizing ICT as an effort to respond to complaints from the Banjarmasin City community through the public complaint channel provided by the Banjarmasin City Government. In the theoretical framework there are 3 dimensions that are the main topic of discussion, namely the technological dimension, the organizational dimension and the environmental dimension.

In the technology dimension as a connecting bridge between other dimensions and is a major component in the digital adoption process of Communication and Information Technology Office to respond to public complaints in Banjarmasin city can be assessed through the IT infrastructure owned by Banjarmasin City Communication and Information Technology Office, support systems and the suitability between Communication and Information Technology Office needs and available technology. Currently Banjarmasin City has provided a means of public aspirations through 2 types of channels, namely manual complaints, meaning people come to the Banjarmasin City Communication and Information Technology Office to submit their complaints which will then be recorded by Banjarmasin City Communication and Information Technology Office to be responded to and followed up. However, this method certainly takes time and the public cannot track the report process in real time. To answer this problem, Banjarmasin City Communication and Information Technology Office provides a digital path solution by utilizing ICT as a connecting bridge. On this digital door, the Banjarmasin City Communication and Information Technology Office provides several alternative means of filing complaints, namely through the LAPOR application, which has recorded the number of reports received as many as 959,139 which were accessed on the Lapor.go.id web page on December 22, 2025 at 11:41 WITA. or mobile applications based on Android or iOS. In addition, you can also visit the website www.lapor.go.id or email pengaduanbjm@gmail.com . However, often the public also submits their complaints to the official social media of the Banjarmasin City Communication and Information Office, but the response is not as fast as through the website or application because the official social media is not specifically intended as a means of submitting complaints by the public but as a means of sharing information as a whole so that the complaints submitted will be accommodated by the social media admin who will then be forwarded to the complaint reporting section. In addition to there being an additional process for complaints submitted through official social media, the public who submit complaints are also unable to track the process of their complaints.

To address limited internet access and limited digital literacy, the Banjarmasin City Communications and Information Technology Office has also opened an SMS service called 1708, allowing the public to submit complaints without having to visit the Banjarmasin City Communication and Information Technology Office in person. However, like in-person complaints, complaints submitted via SMS cannot be tracked.

Follow-up of each complaint will be resolved as quickly as possible depending on the type of complaint submitted, in the presentation of 2024 achievements & 2025 program and activity plans, the Banjarmasin City Communication and Information Service has conveyed that there are

269 complaints that have been followed up within a period of 3 days with trending complaints coming in the form of clean water disruptions, tree felling and road repairs. For an average complaint is completed followed up for 2 days, but to provide an initial response and ensure that the complaint is confirmed and followed up, an initial response will be given in the form of a message "we will immediately follow up according to the deadline specified by SP4N LAPOR". With this initial response will be confirmation that public complaints have been received and will be followed up in the next process, namely going to the field to resolve complaints from the public.

This digital public complaint service has also been integrated with all agencies within the Banjarmasin city government. For public complaints related to other agencies, the Banjarmasin City Communications and Information Technology admin will dispose of the complaint directly to the relevant local government organization. To ensure follow-up action is completed, it will be sent back to the relevant local government organization email and will be confirmed through the relevant local government organization's WhatsApp group so that public complaints can be followed up properly. The relevant local government organization will provide a follow-up report on public complaints and update the follow-up process on the LAPOR web page. Communication and Information Technology Office will monitor the follow-up of the complaint. In the update on the complaint follow-up process, local government organization will provide photographic evidence of the results of the follow-up in the field except for local government organizations that are not able to provide photographic evidence of follow-up. With this monitoring process, follow-up will be transparent between the public as service recipients and the government as service providers. To ensure excellent service provided, each service will be requested for *feedback.* from the reporter and a satisfaction survey will be conducted once a year.

In addition to serving as a means for the public to submit complaints, the complaint facility provided is also used as a reference for developing policies that directly address community needs. At the annual Coordination Meeting, complaints from the public are presented and processed and extracted into a legal product that meets community needs. For example, Banjarmasin City Regulation Number 3 of 2022 concerning the Protection and Fulfillment of the Rights of Persons with Disabilities is a legal product initiated from complaints submitted by the public through the provided complaint facility. This law illustrates the Banjarmasin City government's response through digital adoption at the organizational level.

The technological dimension has been well met by the Banjarmasin City Communication and Information Technology Office through good ICT infrastructure that is accessible to all levels of society and alternative means that can overcome obstacles from people who cannot access the internet network properly. The system built is in accordance with the needs of the Banjarmasin City Communication and Information Technology Office and the community, the need for adequate public complaint facilities and can be used as material for evaluating the services provided and can be managed and extracted as input for policy making that can directly touch the needs of the community.

The organizational dimension is assessed through the extent to which an institution is able to adopt and utilize information technology. The institution's ability to adopt and utilize ICT is also reflected in the management of complaints through digital channels properly, complaints submitted by the public will enter the central website which will then be sorted to be submitted to the Regional Government until it reaches the Banjarmasin City Government. The Banjarmasin City Communication and Information Technology Office as the main admin will verify the suitability of complaints submitted by the public. If it has been declared appropriate, it will be disposed of to the relevant local government organization for follow-up and submitted the complaint follow-up

process as monitoring material from the Banjarmasin City Communication and Information Technology Office as the main admin. This long process can be completed quickly and precisely because of the ability of the Communication and Information Technology Office to adopt ICT to provide its services so as to create effective, efficient and transparent government services.

To maintain the accountability of the organization, the response to public complaints through the use of ICT will be monitored and evaluated by the Banjarmasin City Communication and Information Technology Office every month by conducting a complaint recapitulation. Then the results of this recapitulation will be submitted to the leadership of the Banjarmasin City Government through a coordination meeting submitted to the Mayor, Mayoress, Regional Secretary and Inspectorate. Then the organization also guarantees legal certainty for the community and government so that complaints through this digital channel can be legally accounted for by issuing a Mayor's Decree for members of the complaint management team and SOP for complaints through digital means. This process is also monitored by the Ombudsman as a state institution specifically overseeing government services to create good, fair and transparent government services. The use of ICT also changes the government paradigm that assumes that many reports increase government problems, but the number of reports captured is an indication that government programs have been properly enjoyed by the community and are on target. Information technology (IT) capabilities are a key indicator in an organization's readiness to adopt digital innovation. These capabilities include IT infrastructure, support systems, and the alignment between organizational needs and available technology. Organizations with adequate IT capabilities are better able to integrate technology into their business processes effectively, enabling them to better manage technology risks and respond quickly to changes in the external environment. Furthermore, technical skills and human resource competencies are also crucial in the digital transformation process. These include technical understanding, skills in operating new systems, and the ability to adapt to change. Without adequate competency support, even the most sophisticated technology cannot be optimally utilized. Therefore, developing individual capacity through training, mentoring, and continuous learning is a crucial strategy in ensuring the successful adoption of technology within an organization (Seethamraju, 2015).

In the environmental dimension in the context of this research, national government policies, the dynamics of central and regional governments, and the community as users are placed as external factors that determine the success of the digital adoption of the Banjarmasin Communications and Informatics Office. One of the most determining external factors is the national policy issued by the central government. This policy serves as a normative and operational framework for organizations, especially in the public sector. National policies not only provide general direction, but also serve as guidelines for the technical implementation of programs, budget allocations, and indicators of success referred to by the organization in achieving its goals. To ensure the sustainability of public complaints facilities through this digital medium, the Banjarmasin City Communications and Informatics Office maintains synergy between the Banjarmasin City Government and other agencies by always coordinating with the central government through the Ministry of Administrative and Bureaucratic Reform and the Ombudsman. As one example, a public complaint occurred in the HKSN area, the Banjarmasin City government followed up on this complaint by acting as a mediator and presenting the Ombudsman to resolve the public complaint. In addition to central policies, the dynamics of both central and regional governments and the role of the community as service users are also important external factors that shape the organizational environment. Regional governments have their own autonomy and authority, which can strengthen or even hinder policy implementation, depending on local capacity

and commitment. On the other hand, communities, as beneficiaries of government services, have expectations, participation, and responses that influence the effectiveness and legitimacy of implemented programs.

The Banjarmasin City Communications and Informatics Office can meet the needs of the community by always ensuring that this digital complaint channel is user-friendly and accessible to all levels of society by providing applications and alternative channels that are easily accessible and follow-up complaints that do not discriminate against the status, economic level, and education level of the reporter. The Banjarmasin City Communications and Informatics Office also routinely socializes this digital complaint channel to the community through direct outreach to the community at schools, campuses, or through sub-districts to reach all levels of society. In addition, campaigns through official social media are also carried out as a means of information owned by the Banjarmasin City Communications and Informatics Office. Every report submitted by the community is considered equal and holistic to be followed up as best as possible. The Communications and Informatics Office will ensure that the complaints submitted can be accounted for by requesting the NIK as the complainant's identity so that there is legal certainty for the follow-up of public complaints.

CONCLUSION

The digital adoption process of the Banjarmasin City Communication and Information Technology Office can be said to be successful because each dimension has been determined to measure the success of digital adoption in the context of responding to public complaints. In the technological dimension, the Banjarmasin City Communication and Information Technology Office has been able to provide technological facilities that can answer community needs and can meet organizational needs. In the organizational dimension, the Banjarmasin City Communication and Information Technology Office has been able to provide an organization that can fully support the use of ICT to respond to public complaints. And in the environmental dimension, external factors can be met by the Banjarmasin City Communication and Information Technology Office by maintaining synergy between agencies and presenting user-friendly digital and alternative complaint channels that are able to answer community needs

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